

CWS-CARES Legislative Update

September 2025

Executive Summary

Highlights

- Milestone 32: Admin Console completed design and went from red to green in September.

Challenges

- Milestones 10: Case Closure went from green to red in September due to Build and SIT being behind schedule because of story rollovers from prior build drops.
- Milestones 07: Case Plan, 7.1: Case Management Assessment (CMA), 10.1: Structured Decision Making (SDM), 11: Aftercare, 13: Adoption, 16: Jurisdiction and Disposition, 17: Status Reviews, 18: Other Hearings, 26.1: Facility Management System (FMS), and 30: State Reports remained red for the month of September.
- The project continues to work on a recovery plan to deliver functionality on time for EUST 3, including bringing on additional QA resources and additional tools for automated regression testing.

Simplified Milestone Development Dashboard

The milestone chart below illustrates the development progress across business requirements, design, build, vendor testing, and state testing, grouped by Extended User Scenario Testing (EUST) alignment. It is important to note that a "Ready for User Feedback" status of 100% marks the milestone complete, however user feedback testing will occur during the designated EUST period.

EUST 3

Milestone	Milestone Start Date	Milestone End Date	Business Requirement	Design	Build	Vendor Testing (SIT)	State Testing (QA)	Ready for User Feedback
Milestone 6.1: Prevention Services	2023-03-27	2025-12-30	100%	100%	100%	100%	100%	100%
Milestone 07: Case Plan	2023-09-11	2025-12-30	100%	100%	99%	92%	42%	38%
Milestone 7.1: Case Management Assessment (CMA)	2024-04-15	2025-12-26	100%	100%	100%	52%	3%	3%
Milestone 09: Case Management: Engagement & Services	2022-12-05	2025-12-30	100%	100%	100%	100%	100%	100%
Milestone 10: Case Closure	2023-02-27	2025-12-30	100%	100%	89%	88%	81%	81%
Milestone 10.1: Structured Decision Making (SDM)	2023-04-24	2025-07-11	100%	100%	100%	96%	95%	83%
Milestone 11: Aftercare & Re-Entry	2023-12-04	2025-12-30	100%	100%	84%	35%	0%	0%
Milestone 13: Adoption	2024-02-12	2025-12-30	100%	100%	82%	29%	0%	0%

Milestone	Milestone Start Date	Milestone End Date	Business Requirement	Design	Build	Vendor Testing (SIT)	State Testing (QA)	Ready for User Feedback
Milestone 14: Warrants	2023-01-03	2024-12-30	100%	100%	100%	100%	100%	100%
Milestone 16: Jurisdiction and Disposition	2023-11-06	2025-12-30	100%	100%	84%	66%	23%	13%
Milestone 17: Status Reviews	2024-01-02	2025-12-30	100%	100%	96%	86%	28%	22%
Milestone 18: Other Hearings	2023-05-22	2025-12-30	100%	100%	92%	79%	50%	50%
Milestone 20.1: Foster Care Eligibility Determination (FCED)	2023-01-30	2025-12-26	100%	100%	100%	100%	100%	100%
Milestone 21: Eligibility Programs	2023-04-24	2025-12-30	100%	100%	100%	100%	100%	100%
Milestone 23: Track Administrative Costs	2024-03-25	2025-12-30	100%	100%	0%	0%	0%	0%
Milestone 23.1: Service Delivery Tracking	2024-03-25	2025-12-30	100%	100%	0%	0%	0%	0%
Milestone 23.2: County Expense Claim Reporting Information System (CECRIS)	2024-06-17	2025-10-31	100%	100%	0%	0%	0%	0%
Milestone 24: Track Assistance Costs	2024-01-01	2025-12-30	100%	100%	0%	0%	0%	0%
Milestone 26: Maintain Resource Family Home	2023-12-04	2025-12-30	100%	100%	0%	0%	0%	0%
Milestone 26.1: Facility Management System (FMS)	2024-03-25	2025-11-28	100%	43%	0%	0%	0%	0%
Milestone 27: Complaints	2023-06-19	2025-12-30	100%	100%	70%	70%	67%	65%
Milestone 28: Legal Action	2024-02-26	2025-12-30	100%	100%	0%	0%	0%	0%
Milestone 29: Federal Reports	2024-08-28	2026-01-30	100%	100%	50%	50%	50%	50%
Milestone 30: State Reports	2024-09-17	2026-01-27	100%	84%	46%	46%	44%	44%
Milestone 32: Admin Console	2024-08-12	2025-10-31	100%	100%	93%	87%	85%	84%

Milestone 7 – Case Plan

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Case Plan establishes the foundation and central unifying tool in child welfare services. The milestone equips the worker to partner with the child, family, and care team to develop, monitor, and provide services and case management to assure the child's best interest is met through the provision of a safe environment. Concurrent planning is accommodated to bolster the expediency of a permanent arrangement for the child if the maintenance or reunification efforts with the family of origin fail. Automation of central safety and risk assessment findings (i.e., CANS and SDM) facilitates the monitoring of the case plan and its impact on the child's safety. Other key plans include the Transitional Independent Living Plan (TILP), the 90-Day Transition Plan, the Plan of Safe Care, the Shared Responsibility Plan are also included.

This milestone seeks to unify all the plans into one Universal Case Plan, allowing the worker to provide more client-friendly, meaningful action items from one central document. To align with program readiness this milestone also covers Family First Prevention Services Act (FFPSA), including both the Community and Title IV-E Pathways, originally scheduled for Prevention Services.

Current Status:

Progress health is red for the month of September due to dependency on external partner code availability for testing. Testing is in progress and scheduled to be delivered to QA in build drop 4 (October 2025). This delays user feedback scenario writing from September to November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026, however the project is currently working on a recovery plan.

Milestone 7.1 – Case Management Assessment (CMA)

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Case Management Assessment will provide information on completed Child and Adolescent Needs and Strengths (CANS) Assessments, National Youth in Transition Database (NYTD) Survey, Child, and Family Teams (CFT) Survey, Independent Living Plan (ILP), and Supervised Independent Living Placement (SILP) using the Person-Centered Intelligence System (P-CIS) with our partner Opeeka. This interface will be accessed using a Single Sign-On (SSO) method where the worker in CWS-CARES will not need to use different credentials to log in and will rather be directed from CWS-CARES into the P-CIS tool to complete the necessary assessment.

Current Status:

Progress health is red for the month of September due to CMA vendor, Opeeka, code change and interface testing delays. Functionality is planned for delivery to QA in build drop 4 (October 2025). User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026, however the project is currently working on a recovery plan.

Milestone 10 - Case Closure

Dev Progress Health	Size	Complexity	Time
Green Yellow Red	Small Medium Large	Low Moderate High Very High Extreme	Short Average Long

Description:

Case Closure provides social workers with the ability to assess cases for closure, finalize and close a case, and support any other areas of practice related to the ending of a child welfare case. This ultimately equips the social worker with the best practices for family engagement in transition and aftercare planning, with the goal of helping families prepare for their exit from Child Welfare and reduce the likelihood they will need services in the future.

Current Status:

Progress health is red for the month of September due to Build and SIT being behind schedule because of story rollovers from prior build drops. Testing activities are scheduled to be ready for QA and user feedback in build drop 4 (October 2025). User feedback scenario writing is scheduled to be completed by November 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 10.1 - Structured Decision Making (SDM)

Dev Progress Health	Size	Complexity	Time
Green Yellow Red	Small Medium Large	Low Moderate High Very High Extreme	Short Average Long

Description:

This milestone is a suite of decision-support tools that promotes safety and well-being for children and adults. The SDM model combines research with best practices, offering workers a framework for consistent decision making and offering agencies a way to target in-demand resources toward those who can benefit most. The SDM Assessment Tools that will be in CWS-CARES are Hotline Assessment, Risk Assessment, Risk Re-Assessment, Substitute Care Safety Assessment, Congregate Care Safety Assessment, In-Home Safety Assessment, and Reunification Assessment.

Current Status:

Progress health is red for the month of September because Evident Change, the interface partner for SDM, revised its delivery timeline delaying defect resolution and retesting. Additional testing activities continue and are scheduled to be ready for QA and user feedback in build drop 4 (October 2025). User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026, however the project is currently working on a recovery plan.

Milestone 11 – Aftercare and Re-Entry

Dev Progress Health	Size	Complexity	Time
Green Yellow Red	Small Medium Large	Low Moderate High Very High Extreme	Short Average Long

Description:

Aftercare & Re-Entry equips the worker with a platform for intentional planning for aftercare services as a family, child, or youth approaches case closure. The structured format for capturing this planning process (e.g., CFT, case plan, family preservation,) assures that those exiting child welfare case management services are doing so with services, people, and resources in place to provide ongoing support. This is inclusive of informing the family, child, or youth about re-entry should their needs in the future warrant even more support.

Current Status:

Progress health is red for the month of September because late delivery of interdependent components from Case Closure and Adoptions milestones delayed development and SIT. Functionality is scheduled to be ready for QA and user feedback in build drop 4 (October 2025). User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026, however the project is currently working on a recovery plan.

Milestone 13 – Adoptions

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Adoption improves monitoring of the adoption processes and activities, including document preparation and tracking for adoption finalization. Increases compliance with State rule for Termination of Parental Rights (TPR) and other adoption-related requirements. Increases visibility in the adoption process, including adoption stability, re-entry following adoption, and post-adoption services support.

Current Status:

Progress health is red for the month of September because of defect rework from earlier build drops and the need to refactor elements for the holistic design framework. SIT activities continue and are scheduled to be ready for QA and user feedback in build drop 4 (October 2025). User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026, however the project is currently working on a recovery plan.

Milestone 16 – Jurisdiction and Disposition

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Jurisdiction and Disposition Hearings equips workers to complete the noticing process, prepare for disposition hearings for both detained and non-detained youth, and conduct the necessary preparations for jurisdiction hearings of all petition types. The noticing capabilities in this milestone will overlap with many of the hearing types from Warrants, Court Hearing Framework, and Other Hearings, and ensure proper documentation for hearings are received by the relevant parties. This milestone enables workers to identify parties to send a notice to, complete a diligent search to locate the absent parent, and notice appropriate parties. The milestone also equips workers to gather and document all evidence to support the Jurisdiction hearing petition allegations, and to obtain a social history from the parents for Disposition hearings.

Current Status:

Progress health is red for the month of September due to interdependencies with Adoption milestone, as key Courts functionality relies on Adoption case data. Functionality is planned for delivery to QA in build drop 4 (October 2025). User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026, however the project is currently working on a recovery plan.

Milestone 17 – Status Reviews

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Status Reviews equips workers to prepare for a wide variety of status review hearings. This milestone supports the reporting and the documentation outputs from Family Reunification, Family Maintenance, Non-Minor Dependent, and Permanent Plan hearings. Workers will be able to capture all findings and orders from the Court, and store information regarding the court results. This milestone also enables workers to submit case plans for a variety of review hearings, evaluate case progress and conduct Safety Assessments, create and submit Permanency Plans, and create and file letters of Guardianship.

Current Status:

Progress health is red for the month of September due to Adoptions milestone dependencies that are delaying build and are expected to continue until Courts-related dependencies are resolved. Functionality is planned for delivery to QA in build drop 4 (October 2025). User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026, however the project is currently working on a recovery plan.

Milestone 18 - Other Hearings

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Other Hearings extends the Court Hearing Framework to cover additional hearing types, including:

366.26 Selection and Implementation. This type of hearing is set after reunification services are terminated or not offered to parents. The purpose of this hearing is to determine and order the Permanent Plan for the child, which may include a plan of Adoption, plan of Tribal Customary Adoption, plan of Legal Guardianship or plan of Another Permanent Planned Living Arrangement (APPLA).

Special or Interim Review. Examples of special/interim hearing topics include Case Plan Compliance, Placement Update, Psychotropic Medication Review, and 15-Day Review Hearing. This milestone also covers hearings related to Nonminor Dependent Re-entry into Extended Foster Care, the 241.1 Joint Assessment with Juvenile Probation, and the Adoption Finalization Hearing. While it will equip social workers to create an Adoption Court Case separate from the Juvenile Court case, it does not cover the filing of Adoption or Adoption Assistance Program (AAP) forms.

Ex Parte Court Filings and Requests for Special Orders. Ad hoc filings may include requests for psychotropic medication, surgical procedures, other invasive medical treatment, use of general anesthesia, travel orders, paternity testing, psychological evaluation orders and requests for Interstate Compact on the Placement of Children placement. This milestone also includes processing records requests and requests for discovery in preparation for court.

Current Status:

Progress health is red for the month of September due to Adoptions milestone dependencies that are delaying build. Functionality is planned for delivery to QA in build drop 4 (October 2025). User feedback scenario writing is scheduled to be completed by November 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026, however the project is currently working on a recovery plan.

Milestone 23 – Track Administrative Costs

Dev Progress Health	Size	Complexity	Time
▼ Green Yellow Red	▼ Small Medium Large	▼ Low Moderate High Very High Extreme	▼ Short Average Long

Description:

This milestone covers the process of creating a directory for child welfare-related program codes. This directory will enable the tracking of costs within the system and establish a foundation for financial management tracking in CWS-CARES. With this milestone, state fiscal users will have the ability to add and update Program Codes (PCs), Allocations, and Ledger pages through the County Expense Claim (CEC) interface in the County Expense Claim Reporting Information System (CECRIS). This functionality will allow fiscal workers to summarize all available funding sources, which can then be used to better support child welfare programs by leveraging existing funding streams.

Current Status:

Build and testing activities have not started but are scheduled to be ready for QA and user feedback in build drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 23.1 – Service Delivery Tracking

Dev Progress Health	Size	Complexity	Time
▼ Green Yellow Red	▼ Small Medium Large	▼ Low Moderate High Very High Extreme	▼ Short Average Long

Description:

This milestone enables county workers to draft correspondence to the service providers in CWS-CARES. Using the CWS-CARES portal, service providers can log in and conveniently update their provider profile and contract information. The milestone also serves as a platform for service providers to access individual information and family prevention services plan directly and efficiently. Additionally, service providers can utilize the portal to submit cost-tracking information for the services they have provided. The milestone allows various state and county users to generate reports that aggregate service costs by program code, services, and provider. This data will help counties track and analyze spending patterns, identify areas for improvement, and make informed decisions regarding resource allocation.

Current Status:

Build and testing activities have not started but are scheduled to be ready for QA and user feedback in build drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 23.2 – County Expense Claim Reporting Information System (CECRIS)

Dev Progress Health	Size	Complexity	Time
▼ Green Yellow Red	▼ Small Medium Large	▼ Low Moderate High Very High Extreme	▼ Short Average Long

Description:

This milestone will allow users to view county-specific administrative claim information from the County Expense Claim (CEC) in CECRIS in a centralized area for financial management in CWS-CARES. This information will be fed from a unidirectional data exchange with CECRIS. This information will be read-only to CWS-CARES users. State fiscal users will have the ability to generate report(s) by program code in CWS-CARES to support accurate reporting on state and federal reports, including the Title IV-E Programs Quarterly Financial Report (CB-496).

Current Status:

Build and testing activities have not started but are scheduled to be ready for QA and user feedback in build drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 24 – Track Assistance Costs

Dev Progress Health	Size	Complexity	Time
▼ Green Yellow Red	▼ Small Medium Large	▼ Low Moderate High Very High Extreme	▼ Short Average Long

Description:

Assistance Costs covers the process of gathering child-specific assistance cost information from the California Statewide Automated Welfare System (CalSAWS) including information on aid codes, supplemental rates, dates of payment, level of care, educational travel, and any specialized care increments. The purpose of gathering this child-specific assistance cost information is to aggregate the data in a format that can be used to validate the CA-800 assistance claims. This milestone aims to facilitate the process of tracking and reporting child-specific costs that are required for state and federal reporting (such as CB 496 report). By efficiently aggregating and organizing this information, it enables users to generate accurate and comprehensive reports that meet the reporting standards mandated by CWS-CARES.

Current Status:

Build and testing activities have not started but are scheduled to be ready for QA and user feedback in build drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 26 – Maintain Resource Family Home

Dev Progress Health	Size	Complexity	Time
▼ Green Yellow Red	▼ Small Medium Large	▼ Low Moderate High Very High Extreme	▼ Short Average Long

Description:

This milestone covers the maintenance and support of the Resource Family Home. This milestone equips Resource Family Approval (RFA) workers to monitor Resource Family Homes while increasing engagement with families to help and retain qualified Resource Families. In instances where the Resource Family Home is not meeting the standards, the RFA Worker will be able to document what needs to be corrected or follow the process to close the home. The milestone equips the RFA Worker with the tools to maintain the home by contact logs, training updates, and utilizing automated form generation with e-signatures.

Current Status:

Build and testing activities have not started but are scheduled to be ready for QA and user feedback in build drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 26.1 – Facility Management System (FMS)

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

The delivery of this interface will populate placement providers from the Licensing Information System-Facility Automation System (LIS-FAS) into the CWS-CARES provider directory. An accurate provider profile with confirmed licensure information from Community Care Licensing in the CWS-CARES provider directory will allow caseworkers to make better placement decisions. The provider directory will also organize data and track placements and the associated costs of those placements, as well as tie outcomes to the provider. The scope of the FMS Interface for CWS-CARES Version 1 (V1) is limited to LIS and FAS data only.

Current Status:

Progress health remains red for the month of September as the design had been refactored to accommodate additional fields in the table structure. The revised Design end date is early October, and the team is on track to achieve the design completion as planned. This milestone will be ready for QA and user feedback in build drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone is at risk for inclusion in the EUST 3 scheduled in February 2026, however the project is currently working on a recovery plan.

Milestone 27 - Complaints

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Complaints covers the process of screening a complaint and investigating a complaint against a Resource Family Home. The milestone equips the RFA Worker with the ability to review the complaint, add allegations as necessary, and access RFH home information in CWS-CARES. This allows the RFA Worker to make an informed decision on the best pathway for a complaint. In instances when a complaint warrants an investigation, the milestone equips the RFA Investigator with the tools to complete a thorough and timely investigation by utilizing contact logs, complaint history, allegation updates, and automated form generation with e-signature capabilities.

Current Status:

Build and testing activities continue and are scheduled to be ready for QA and user feedback in build drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 28 – Legal Action

Dev Progress Health			Size			Complexity					Time		
Green	Yellow	Red	Small	Medium	Large	Low	Moderate	High	Very High	Extreme	Short	Average	Long

Description:

Legal Action covers the legal consultation to Resource Family Homes and handles the outcomes in a confidential manner. The RFA Worker will be equipped to schedule legal consult when there are administrative action requests. The RFA Worker will aid in the process of Legal Action with the Resource Family Home by providing resources and monitor the legal consults. The milestone equips the RFA Worker with the tools to

provide timely legal consultation through contact logs, permission sets, child welfare history, and utilizing automated form generation with e-signatures.

Current Status:

Build and testing activities have not started but are scheduled to be ready for QA and user feedback in build drop 5 (November 2025). User feedback scenario writing is scheduled to be completed by December 2025. This milestone will be included in the EUST 3 scheduled in February 2026.

Milestone 29 – Federal Reports

Dev Progress Health	Size	Complexity	Time
▼ Green Yellow Red	▼ Small Medium Large	▼ Low Moderate High Very High Extreme	▼ Short Average Long

Description:

Federal Reports - Extends and consolidates metric development completed in previous milestones to generate required Federal Extracts (e.g., National Child Abuse and Neglect Data System (NCANDS), Adoption and Foster Care Analysis and Reporting System (AFCARS), Indian Child Welfare Act (ICWA), National Youth in Transition Database (NYTD)) and deliver interactive dashboard views of Federal Statewide Indicators and other required Federal reports, including those required to draw down Family First Prevention Services Act (FFPSA) funds. CWS-CARES dashboards will support pulling multiple populations as appropriate, including entry cohorts, exit cohorts, attribute- defined cohorts and point-in-time snapshots.

Current Status:

Report development is progressing as planned and aligned with CWS-CARES functionality to capture necessary data points. Several ongoing design changes in other service areas (Adoption, Placement, RFA) are not yet fully defined and will impact the scope of EUST 3R. This milestone remains on target for inclusion within EUST 3R scheduled for March 2026.

Milestone 30 – State Reports

Dev Progress Health	Size	Complexity	Time
Green Yellow ▼ Red	▼ Small Medium Large	▼ Low Moderate High Very High Extreme	▼ Short Average Long

Description:

State Reports - Extends and consolidates metric development completed in previous milestones to deliver interactive thematic dashboard views of both State and Federal metrics. Thematic dashboards organize process, practice (fidelity) and outcome metrics by theme, such as Prevention, Safety and Permanency.

Current Status:

Progress health remains red for the month of September due ongoing changes and reviews across multiple Service Areas and Build Drops (RM, Adoption, Placement, RFA, etc.) and a technical issue with Tableau and Role Based Access Control (RBAC) regarding permissions to the reports being limited to Supervisors and Data Analysts to ensure sealed and sensitive data is secure as well as counties being limited to viewing only their county specific data. The PMO and product delivery leads are preparing a System Change Request (SCR) to realign the SDLC dates for Design and Build. This milestone is at risk for inclusion within EUST 3R scheduled for March 2026, however the project is currently working on a recovery plan.

Milestone 32 – Admin Console

Dev Progress Health			Size			Complexity					Time		
▼ Green	Yellow	Red	▼ Small	Medium	Large	▼ Low	Moderate	High	Very High	Extreme	Short	▼ Average	Long

Description:

The Admin Console will give county and state administrators of CWS-CARES access to configuration features to meet county-specific needs and to maintain CWS-CARES for new programs and policies. These Administrative Services include identity and access management to create and update user accounts and permissions, create and update county-specific forms templates, and configure workflows for assignment and supervisor reviews and approvals.

Current Status:

This milestone is on track and now ahead of schedule. The project plans to deliver stories to QA earlier in Build Drop 5 than originally planned. Risks identified in August have been mitigated through additional vendor QA resources and schedule recovery actions. User provisioning functionality will be delivered in build drop 4.5 (beginning of November 2025) and the remaining functionality will be delivered in build drop 5 (end of November 2025). This milestone remains on target for inclusion within EUST 3A scheduled for January 2026.

Usability Testing Feedback

(previously User Feedback)

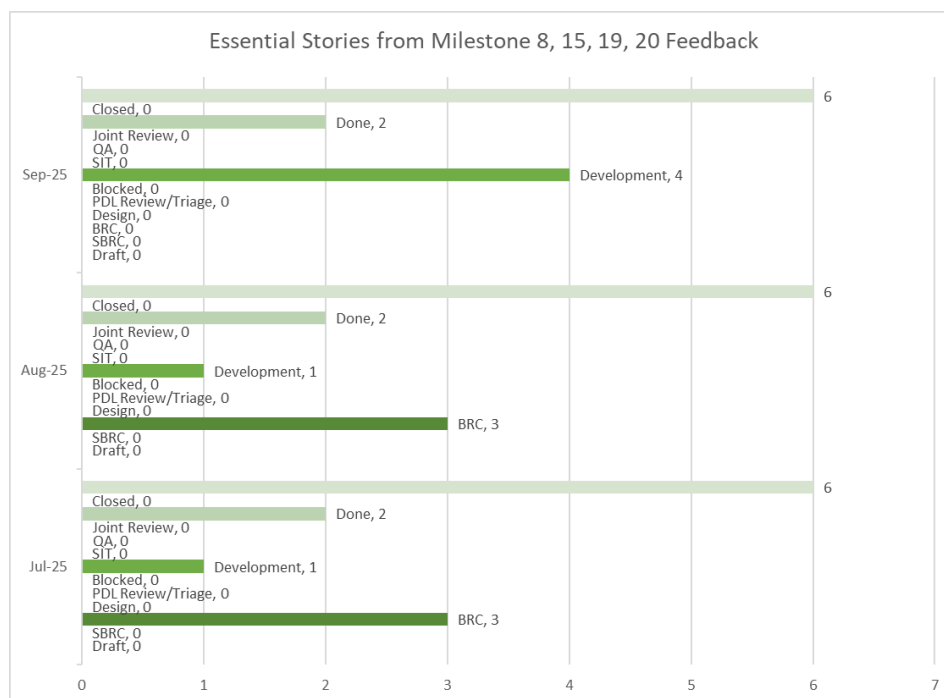
Summary

- EUST 1 was completed in March 2024 and all essential and required iteration items were resolved
- Milestone User Feedback for Milestones 8, 15, 19, and 20 was completed in January 2025 with the status provided below
- EUST 2 was completed on April 22 the results were reviewed with Executive Leadership Team (ELT) on May 5 and with the counties on May 14. A detailed discussion of the feedback is listed below
- EUST 3 and EUST 3-R is planned to start in February 2026
- EUST 4 is planned to start in May 2026

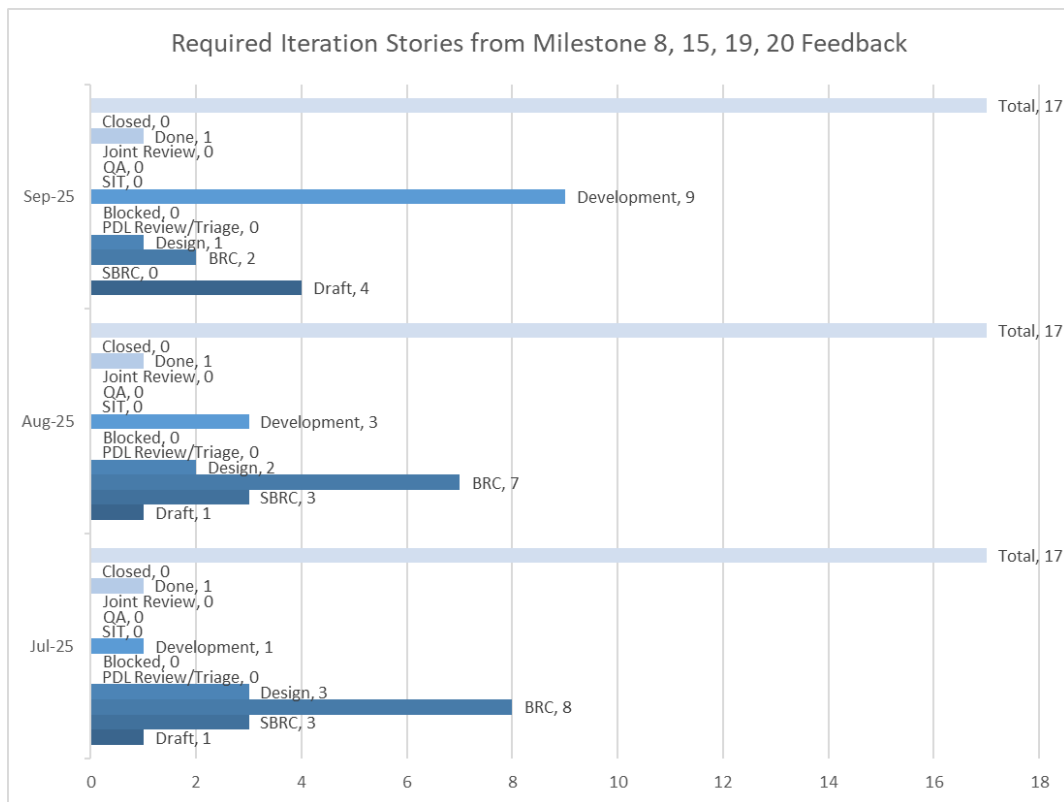
Milestone 8, 15, 19, 20 Feedback

In January 2025, the CWS-CARES project conducted a Milestone User Feedback period with internal project team members, covering Milestones 8, 15, 19, and 20. The team logged 339 raw items of feedback across five service areas: Case Management, Courts, Eligibility, Intake, and Resource Management. Of these 339 raw feedback items, 23 new stories mapped back to 36 of the feedback items. Of these new stories, 6 Essential and 17 Required Iteration stories were written and will be included in CWS-CARES V1. The remaining raw feedback items were categorized as one of the following: Design Change (112 Feedback Items), Defect (67 Feedback Items), Existing Story (49 Feedback Items), Training (38 Feedback Items), No Longer Applicable (34 Feedback Items), Out of Scope (2 Feedback Items), or Positive Feedback (1 Feedback Item). The CWS-CARES project will continue to share updates on the status of the 23 stories produced by this feedback going forward.

The following graphs reflect the breakdown of Essential and Required Iteration stories produced by feedback received during the January 2025 Milestone User Feedback Period and will be updated to include two prior months in future reports.



Acronyms: Business Requirements Closed (BRC); Submitted to BRC (SBRC); Product Delivery Lead (PDL); System Integration Testing (SIT); Quality Assurance (QA)



Acronyms: Business Requirements Closed (BRC); Submitted to BRC (SBRC); Product Delivery Lead (PDL); System Integration Testing (SIT); Quality Assurance (QA)

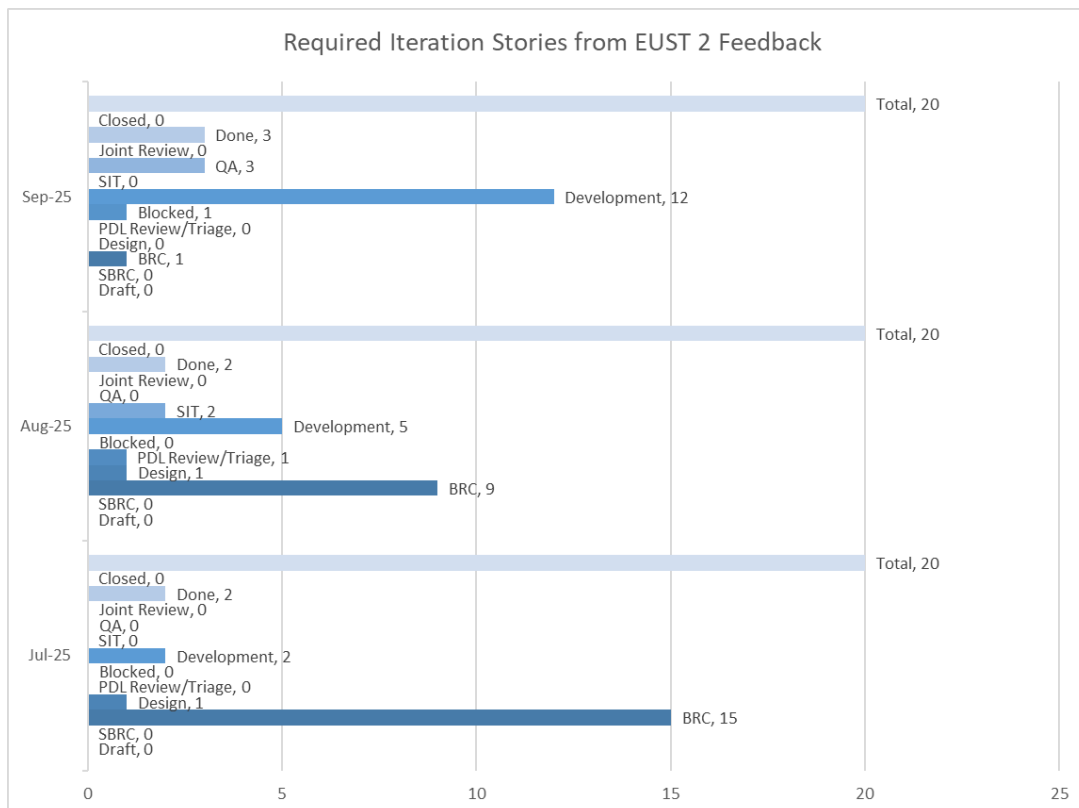
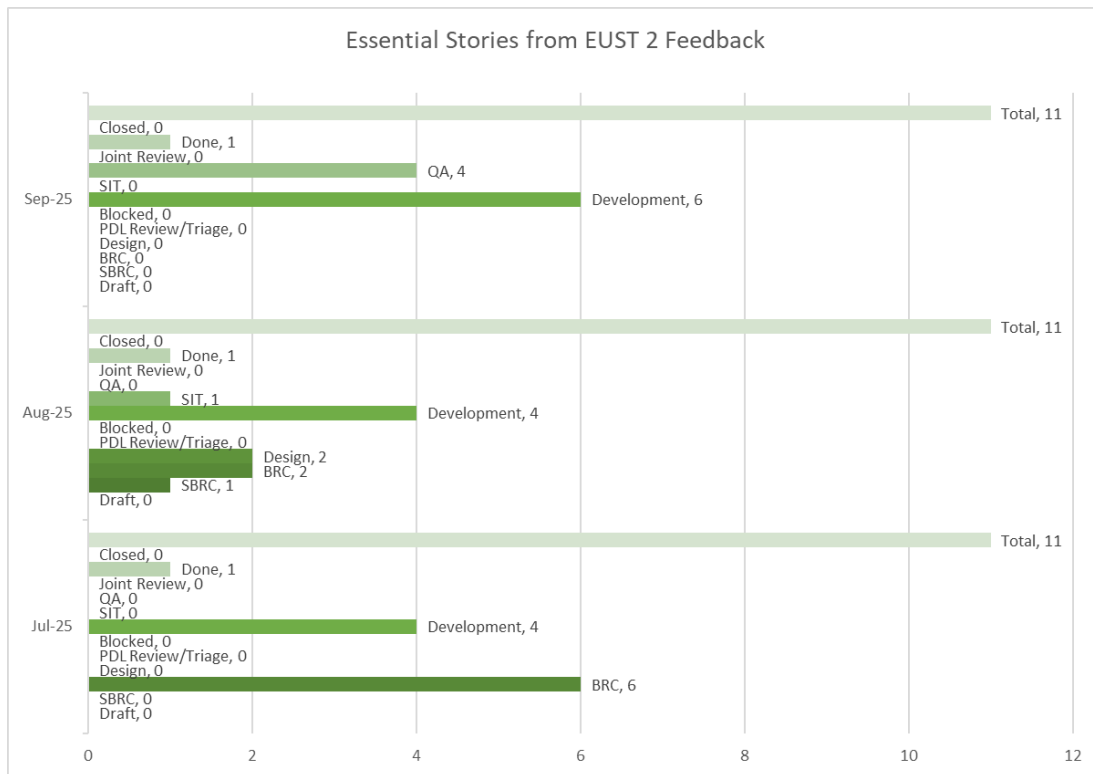
EUST 2 Feedback

EUST 2 included 198 testers with total of 977 raw feedback items that were submitted. Of those, 69 were categorized as new business requirements for CWS-CARES. The remaining feedback items reported during EUST 2 were assigned the following categories: Training/OCM (297 Feedback Items), Design Change (222 Feedback Items), Existing Story (192 Feedback Items), New Story (69 Feedback Items), Defect (56 Feedback Items), User Setup (46 Feedback Items), Feedback Planning (35 Feedback Items), Out of Scope (28 Feedback Items), No Longer Applicable (19 Feedback Items), Positive Feedback (7 Feedback Items), and External to CWS-CARES (6 Feedback Items).

After consolidating duplicates and similar items, the outcome resulted in 31 new stories prioritized as follows:

- **11 Essential:** User is blocked from executing a necessary business process and there is no possible workaround.
- **20 Required Iteration:** User can execute a business process, but the workaround is overly onerous and/or complicated.

The following graphs reflect the breakdown of Essential and Required Iteration stories over the span of the current reporting month and two months prior.



Acronyms: Business Requirements Closed (BRC); Submitted to BRC (SBRC); Product Delivery Lead (PDL); System Integration Testing (SIT); Quality Assurance (QA)

Data / Document Conversion

The data conversion team continued to focus on the activities related to the active milestones listed above. Overall, the team has completed conversion of 226 out of 251 source tables from CWS/CMS to CWS-CARES. Data mapping is complete for 2,822 CWS/CMS data elements with 226 data elements still in progress. 970 CWS/CMS data elements are not expected to convert to CWS-CARES because they are from system specific tables or otherwise identified as not needed in the new system. Fields identified as likely not needed for CWS-CARES are still under review and confirmation.

Data Conversion (CWS/CMS Data Elements)

Mapping Complete	Mapping In Progress	Likely Not Needed
2,822 (70%)	226 (6%)	970 (24%)

Cycle 6 data conversion practices validation began in September 2025 and are scheduled to complete November 2025. In practices validation, data subject matter experts review data conversion Source to Target Mappings (STTM) for data elements and lists of values, aligning the conversion of data elements with business needs, County specific uses, CDSS, and state and federal reporting requirements.

The data conversion team also continued to convert documents from CWS/CMS. So far, all the historical (a total of 84.1 million) documents have been converted. Newly added/changed documents continue to be converted from CWS/CMS at a rate of approximately 100,000 per week.

User Adoption Summary

Pilot Status Update – In September, the implementation team conducted the third County Pilot Workgroup meeting which focused on providing an overview of how case and client data would be transferred between CWS/CMS and CWS-CARES for the six-week duration of the CWS-CARES Pilot and through the statewide go-live. The team shared screenshots of how records will be managed in Pilot and non-Pilot counties along with the proposed “Get CARES Data button” that will allow workers in non-Pilot counties to access a PDF file of CWS-CARES case, client and provider information so that they have access to the latest data entered in CWS-CARES. Also in September, the team continued to incorporate feedback into the third and final version of the Pilot Plan.

Organizational Change Management (OCM) – In September, the implementation team began conducting Process Information Sessions for Ongoing Case Work and Finish a Case functionality areas: (1) Assessments, Supervised Visitation, and Case Closure; 2) Aftercare and Re-Entry; 3) Services and Plans; 4) Prevention Services; and 5) Adoptions. The Process Information Sessions will continue into October 2025.

Process Information Sessions are an opportunity to show the new CWS-CARES functionality, as-is and to-be business process maps, change impacts, terminology changes, and an associated worksheet with next steps for organizations to tailor business process information based on organization-specific practice. Each Process Information Session is conducted multiple times to enable attendance by representatives from all organizations statewide. The Sessions are organized regionally, including: 1) Northern, Central Valley, Bay Area, 2) Mountain Valley, Southern, CDSS Divisions, 3) Los Angeles County. The implementation team also delivered the first Process Information Session for Juvenile Probation Departments on September 24.

The implementation team conducted the monthly OCM Advisory Workgroup Meeting on September 17. Meeting topics included: an update on the Probation Process Information Sessions, an update on the Sandbox engagement activities, a CWS-CARES Video Series recap and next steps, and the latest details for the CWS/CMS to CWS-CARES Consolidated Terminology Crosswalk.

Super User Program – After a successful kick-off this summer, the Super User Program continues to build momentum. This voluntary program has grown to 1,115 members across Child Welfare, Juvenile Probation, Tribes with California Title IV-E Agreements, and CDSS. Super Users are beginning to gain early access to the Sandbox environment for early exposure and practice in CWS-CARES. The Implementation Team also manages an MS Teams channel for CARES Super Users and has been actively supporting Super Users with access issues and challenges when they arise. Beginning in October, the implementation team will begin working to incorporate the Regional Training Academies (RTAs) into the Super User Program.

County Child Welfare Engagement – In September, Implementation Leads (ILs) continued to conduct monthly meetings with counties to discuss upcoming Go-Live readiness activities. The agenda included a discussion about upcoming External Stakeholder Coordination Unit (ESCU) activities, status updates for the Go-Live Readiness Checklist, review of open action items, instruction for how organizations should obtain sign-off on their inventories of forms and reports, follow-up on training logistics planning, a review of OCM engagement survey results, an update on sandbox engagement, and a request to update team contacts for the CWDA Website.

CDSS Engagement – The implementation team continued to facilitate regular monthly meetings with each of the CDSS Divisions and Branches impacted by the transition to CWS-CARES. In addition, the implementation team formalized a new Organization Implementation Team for the Child Welfare System Branch, for a total of ten (10) CDSS Implementation Teams. Key topics for September included: inventory of additional reports and extracts (e.g., SafeMeasures Reports, External Systems Reports, CCWIP—Derived Data Sets, CCWIP—Full Data Extract Sets, Datasets Created by Mainframe Custom SAS Queries, and any data linkages performed across other division-owned data sets), forms inventory next steps, training planning next steps, and Organization Implementation Team Contacts for the CWDS Website. Following the monthly meetings, the implementation team scheduled monthly training working sessions for all CDSS Implementation Teams. Lastly, the implementation team partnered with the CWS-CARES Data Infrastructure (CDI) team and CDSS Research, Automation and Data Division (RADD) to develop content for CDSS Data Access Source/Process Changes for CWS-CARES Working Session 2 (scheduled in early October).

Tribes with California Title IV-E Agreements –The Training Team has coordinated with each of the two Tribes with California Title IV-E Agreements, Karuk and Yurok, and is preparing a follow-up communication on next steps, with a plan to hold a joint meeting with Humboldt County in the coming months to discuss CWS-CARES training planning. CDSS continues to work towards finalizing Title IV-E Agreements with two (2) additional Tribes and expects further updates at the upcoming Tribal Partner meeting on October 9. The Karuk Tribe is undergoing leadership changes and has requested a temporary pause; meanwhile, engagement with the Yurok Tribe remains steady while relocating to a new main office.

Juvenile Probation – During September, the implementation team conducted training logistics meetings with the goal of collecting input on delivery of CARES V1 training to Probation users. Additionally, monthly readiness meetings were held to help Probation Departments stay informed about project updates and to report progress against Go-Live Readiness Checklist activities, with specific focus on development of Probation-specific forms.

Sandbox – The Sandbox environment is available to organizations to support CWS-CARES V1 end-user readiness activities and hands-on exposure to the new system. The sandbox is enabling users to gain in-depth knowledge and familiarity with the system as it evolves. Users with access to the sandbox will be better equipped to provide support to other end users in their organization before, during, and after go-live.

Throughout the month of September, Cohort 1 Group 1 users continued to access the Sandbox, and the team continued to provide login support and assistance with other issues/questions. At the end of September, the team also onboarded Cohort 1 Group 2 users. As of Friday 9/26, 495 users across 33 counties, CDSS and OTSI (72% of all users provisioned to access the Sandbox) had successfully logged in to the Sandbox environment, and 199 users had completed at least one on-demand training program using Salesforce Enablement. Users continued to create records in the Sandbox throughout the month:

- 1,133 unique screenings created in V1Readiness by 210 users across 30 counties
- 60 unique referrals created in V1Readiness by 30 users across 10 counties
- 66 unique cases created in V1Readiness by 41 users across 18 counties
- 646 unique person records created in V1Readiness by 172 users across 29 counties

The implementation team also continued to prepare for the next user onboarding for Cohort 1 Group 3 and Cohort 2 Sandbox users. The team finalized and distributed a communication to Cohort 1 Group 3 and Cohort 2 organizations to define their user lists and provide the necessary information for user activation.

Training - The CWS-CARES Training Team is focused on preparing for delivery of statewide training for the various types of CWS-CARES users. To date, 32 of 104 planned on-demand, self-paced training programs have been completed. These programs support role-specific learning and are vetted by CDSS Service Managers, Product Delivery Leads, and a bi-weekly Training Advisory Workgroup that includes Organization and RTAs representatives.

Two introductory user videos, “Welcome to CWS-CARES” and “Welcome to On-Demand Learning,” have supported new cohorts entering the Sandbox environment for early system use and feedback. The team will review this feedback to identify opportunities for improvement. Preparations are underway for development of 14 instructor-led training courses, set to be delivered within the 12 weeks prior to Go-live. To date, the team has conducted 58 engagement meetings with Child Welfare agencies, completed a needs assessment across all 58 County Probation departments, and held initial meetings with CDSS branches and Tribes with California Title IV-E Agreements.

Additional efforts include developing lesson plans and a course catalog, building virtual classroom capacity for remote and in-person training, and scaling “Train the Trainer” programs for more than 150 trainers statewide. The team continues to support Organizations’ access to the on-demand, self-paced training in multiple CWS-CARES environments (e.g., the Sandbox and Training environments) and will play a key role in preparations for Extended User Scenario Testing (EUST) efforts through early 2026.

Go-Live Support – In September, the implementation team continued developing the Go-Live Support Plan with input from Organizations and impacted project teams. Working sessions were held with Organization representatives throughout the month to discuss and solicit input on the Organization and Central Command Center structure and participants, hours of operation, and the activities, tools, communications and systems for go-live support. The team distributed an early draft of the Go-Live Support Plan to Project reviewers on September 30 to solicit initial feedback.

ACF Monthly Reporting on User Engagement & Adoption – The Strategic Communications Team submitted the Administration for Children and Families (ACF) September 2025 monthly report on user engagement and adoption. This report highlights that the CWS-CARES project is making significant progress in communication, training, and testing, as evidenced by three key activities: first, developing a Product Feedback Recap and Updates Summary (currently being finalized after executive review) to clearly inform Core Constituents how their input is being incorporated into design updates; second, continuing to support the CWS-CARES Sandbox Environment, which has provided early access to 559 users since its July 23, 2025 launch, and third, hosting three Process Information Sessions to offer interactive forums for counties to clarify requirements, align on implementation steps, and increase readiness for upcoming changes to system functionality.

External Communications & Engagement – The Strategic Communications team collaborated with project teams to launch the new CWS-CARES Weekly Digest on September 8. This weekly email is now sent through the CWDS Customer Relations mailbox to child welfare leadership and CARES Points of Contact, consolidating various informational updates into a single communication. This change was implemented to address external audience feedback indicating they were receiving too many emails from the project and struggled to prioritize information. This new tool streamlines informational updates and replacing numerous individual, topic-specific communications.

The Strategic Communications Team collaborated with project staff to produce the September CWS-CARES Progress & Engagement Summary. This communication tool gives stakeholders a clear, concise overview of our shared progress and accomplishments. The summary highlights key activities and fosters transparency in areas like prototype reviews, forms, reports, data conversion, and training. The September summary highlighted the 12 communications distributed and the 3 demonstrations conducted in Administrative Services and Case Management within the last reporting month.

The Strategic Communications Team also released the CARES Compass – Executive Summary on September 8 which included a reminder about the upcoming Stakeholder Briefing #4, introduced the new CWS-CARES slogan “Advancing Child Welfare Together”, announced a new External Systems Portal and a 90 Day Look Ahead for communications. The CARES Explorer – September 2025 issue was released on September 29 and included information on upcoming testing periods, document sharing between CWS-CARES and CalSAWS, concurrency, Resource Family Approval (RFA), and a county spotlight on San Luis Obispo.

Other Completed Work Products – The Strategic Communications Team completed the following work products and activities: prepared for CWS-CARES project's participation in the 2025 CWDA Conference including hosting a booth, 90-minute breakout session, half day demonstration offerings and discussions, and three 30 minute demonstrations; completed Strategic Communication updates for September 10 CWS/CMS Oversight Committee meeting, developed and release external communications for the CWS-CARES Pop-Up Shop, developed slides for External Systems Monthly Meeting – September 2025; developed a CWS-CARES Microsoft Teams Channel Guide for external audiences; developed and released a communication on the Forms Recommendation to Utilize MS Word for County-Specific Forms Templates, developed a Product Feedback – Changes for EUST 3 presentation, and released 3 issues of the CWS-CARES Weekly Digest in September 2025.

Budget and Expenditures

2024-25 CWS-CARES Report Summary

OTSI Spending Authority Budget Item	2024/25 Budget ¹	2024/25 Expenditures
Personal Services ²	\$14,237,657	\$11,774,345
Other Operating Expenses & Equipment (OE&E) ²	\$19,223,537	\$15,325,550
Data Center Services ²	\$3,349,028	\$2,482,952
Contract Services ²	\$133,673,182	\$96,904,097
Enterprise Services ²	\$6,069,496	\$6,125,178
OTSI Spending Authority Total	\$176,552,900	\$132,612,122

CDSS Local Assistance Budget Item	2024/25 Budget	2024/25 Expenditures
CDSS Salary & Benefits ³	\$1,520,000	\$1,344,935
CDSS OE&E (Includes Travel and Training) ³	\$462,000	\$652
Contract Services ³	\$981,000	\$883,685
County Regional Training Academy ³	\$306,251	\$0
Core Constituent Participation Costs ⁴	\$30,822,770	\$8,336,526
CDSS Local Assistance Total	\$34,092,021	\$10,565,798

Project Totals	2024/25 Budget	2024/25 Expenditures
CWS-CARES Project Total	\$210,644,921	\$143,177,920

¹ 2024/25 budget aligns with SPR 6 plus BL 24-27 and BL 24-28 and is inclusive of CWS-CARES only costs. CARES-Live costs are not included.

² Actual expenditures through June 2025 FI\$Cal reports and approved invoices through October 1, 2025.

³ CDSS Local Assistance expenditures through June 2025. CDSS Salary & Benefits and OE&E expenditures through June 2025.

⁴ CDSS Fiscal Monitoring Unit confirmed four quarters of expenditures for Core Constituent Participation.

Note: The 2025-26 CWS-CARES Report Summary is expected to start in the November Legislative Update when invoices are processed through FI\$Cal.

CWS-CARES Annual Planning Document

The project submitted the CWS-CARES Annual APDU to the ACF on July 31, which was subsequently withdrawn on September 12. The project intends to resubmit the Annual APDU to the ACF in October.

Earned Value Management

CWS-CARES uses Earned Value Management (EVM), in compliance with SPR 6, to measure project progress and forecast project completion in terms of budget and schedule. Each month, a Schedule Performance Index (SPI) and a Cost Performance Index (CPI) is calculated using data sets provided by the project. An SPI of 1.0 indicates that the project is on schedule per the plan. Similarly, a CPI of 1.0 indicates that the project is on budget related to the work performed.

The EVM dashboard below is being provided in compliance with the SPR 6 approval condition. The project has provided the data in the dashboard for schedule, cost, and scope as of September 15, 2025. SPI declined from 0.954 to 0.947 in September, shifting the schedule health from yellow to red due to slower completion of functional milestones.

Metric	9/15/2025	8/15/2025	7/15/2025	Description
Planned V1 Percent Complete	68%	66%	64%	Planned percent complete as of this date.
Actual V1 Percent Complete	65%	63%	61%	Actual percent complete as of this date.
Schedule Performance Index (SPI)	0.947	0.954	0.951	Schedule performance of 1.0 or greater is on track, less than 1.0 is off track.
Cost Performance Index (CPI)	1.087	1.121	1.332	Cost performance of 1.0 or greater is on track, less than 1.0 is off track.
Estimated to Complete (ETC, V1)	\$302,521,067	\$307,321,902	\$275,351,076	Estimated cost to complete the project.
Estimated at Completion (EAC, V1)	\$858,503,112	\$832,367,949	\$700,749,063	Estimated cost at completion of the project.
Forecast V1 Completion	1/27/2027	1/14/2027	1/20/2027	Date V1 is forecasted to complete.
Forecast V2 Completion	8/26/2028	8/9/2028	8/18/2028	Date V2 is forecasted to complete.
Earned Cost (EC)	\$604,316,025	\$588,609,493	\$566,471,575	Budget for work actual completed to date.
Actual Cost (AC)	\$555,982,045	\$525,046,048	\$425,397,987	Actual cost for work completed to date.

Legend

> 0.99	0.95 – 0.99	< 0.95
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Vendor Contracts

The following contracts or contract amendments were executed during the month of September 2025.

Contract	Purpose	Contract Cost	Term	Notes
Placer County	County SME	\$1,452,754.00	1/1/23 – 12/31/27	Amendment to exercise options on the contract.

There were no contracts or contract amendments submitted to the ACF during the month of September 2025.

High Priority Risks

For the September 2025 reporting period, four (4) high priority risks were opened, and zero (0) high priority risks were closed. One (1) high priority risk is continuing in September.

In summary, there are 5 open high priority risks at the end of September 2025. In addition to high priority risks, the PMO continues to actively mitigate the project's remaining medium and low priority risks in the bi-weekly risks and issues forum.

New High Priority Risks: There are four (4) new high priority risk for the month of September.

New Risk	Impact	Status
RI-349: Downward trend for Product-Only Schedule Performance Index (SPI) <u>Description:</u> The Earned Value Management (EVM) Dashboard reflects a downward trend in the Product-only SPI over the past three months (June–August).	A sustained downward trend in the Product-only SPI signals potential schedule slippage and project risk. If unaddressed, it may lead to budget overruns, quality issues, and stakeholder dissatisfaction. Proactive monitoring and mitigation are essential to maintain schedule integrity and project success.	Trigger and resolution dates were updated from 9/15/25 and 09/17/25 to 10/1/25 and 12/30/25. The PMO is re-validating the EVM calculation provided by the vendor to ascertain if training building blocks are included in the Product-only SPI calculation.
RI-350: PaaS SI misalignment creating bottlenecks <u>Description:</u> IV&V observed that nearly 50% of committed stories remain blocked due to unresolved dependencies from prior sprints and persistent test environment issues following the EUST 2. Despite multiple escalations, blockers lack clear ownership and resolution timelines. (Ref: Observation #240, 1.6.12 – PaaS Team Misalignment)	Delayed sprint deliverables, at times lack of clear ownership and resolution of blockers is delaying current and future sprint outcomes.	Blocked stories in State QA, due to defects or dependencies are reviewed daily, with weekly resolution target dates set by the State QA. Resolution dates are discussed in daily cross-functional huddles and regular triage sessions with State QA.

New Risk	Impact	Status
RI-351: High volume of feedback from EUST 2 <i>Description:</i> During March and April 2025, IV&V participated in CARES-led EUST 2 demo sessions, which generated 711 user feedback items. (Ref: Observation #239, 1.6.13 – High Volume of Feedback). Approximately 70% of the feedback focused on three key areas: • Training and OCM (36%) – highlighting user concerns about preparedness and change adoption. • Changes to Existing User Stories (17%) – indicating a need to refine current functionality. • Design Changes (17%) – reflecting requests to improve usability and user experience.	High volumes of Training and OCM feedback suggest users feel unprepared, risking adoption and efficiency.	The trigger and target resolution dates have been updated to 10/27/25, aligning with the Usability Testing event. Two of the four mitigation steps related to training have been completed, including a) enhancing training and b) pre-evaluation training effectiveness.
RI-355: Mandatory API Fields Requirement for AAP Functionality <i>Description:</i> The CalSAWS team has reversed its earlier agreement to make certain API fields optional for AAP functionality, now requiring a formal change request (CR) to modify the API design. This impacts the integration approach agreed upon during the 8/20 tech sync between CalSAWS and CARES teams, which was to reuse existing FC APIs with some fields made optional.	Due to CalSAWS requiring a formal CR to modify API design, the CARES team must implement workarounds—such as hard-coding mandatory fields. This approach introduces technical debt, risks data integrity, increases maintenance effort, and may delay delivery of AAP functionality planned for Build Drop 4.	Project will work with CalSAWS to clarify requirements and re-validate interface design agreements. Plan has been developed to update hard-coded APIs as a work-around in the CARES interface to support continuation of testing.

Continuing High Priority Risks: There is one (1) continuing high priority risk for the month of September.

Continuing Risk	Impact	Status
RI-327: Long processing time for Micro-conversion may impact Cutover and Pilot planning and implementation <u>Description:</u> If Micro-conversion cannot complete within 48 hours, CWS/CMS will need to be frozen longer than one weekend for the final delta load prior to pilot. For pilot to begin using forward and backward event-based syncing between the CWS CARES and legacy CWS/CMS, the data in the two systems must be fully synchronized. The estimated processing time is approximately 72 hours.	Final conversion load would require a 72-hour freeze period for CWS/CMS.	The State Technical Team continues to work with the PaaS SI Conversion Teams on the improvements to reduce long processing times.

Closed High Priority Risks: There are zero (0) closed high priority risks for the month of September.

High Priority Issues

New High Priority Issues: There are two (2) new high priority issues for the month of September.

New Issue	Impact	Status
RI-345: Insufficient QA capacity to support Build Drop volumes <u>Description:</u> The current QA velocity of moving 26 stories per week to Joint Review, is not sufficient to complete testing of all stories and retest corrected defects in time for EUST 3 that begins on 1/20/2026 for Admin Console and on 2/2/2026 for functional milestones.	If QA capacity is not increased, there is a high likelihood of schedule delays, impacting the planned start dates of January 20, 2026 (Admin Console), and February 2, 2026 (functional milestones).	The PaaS SI team has implemented several quality improvements, including enhanced defect turnaround, expanded testing in INT, automation, and stricter deployment checklists. Weekly quality reviews with State QA are ongoing to closely manage progress and resolve blockers.
RI-354: Non-Adherence to Best Practices in APEX Custom Code Management <u>Description:</u> The PaaS SI is not following an established, traceable	The absence of a structured and approved approach to requesting governor limit increases may lead to several operational, financial, and technical risks, including:	Pending resolution plan from PaaS SI

New Issue	Impact	Status
process for requesting and procuring increases in Salesforce governor limits.	• Uncontrolled cost escalation due to unapproved or unanticipated resource increases • Potential performance or stability issues if the platform limits are exceeded or adjusted without proper validation. • Risk of non-compliance with vendor/platform policies if maximum or frequency limits are violated • Delays in delivery or downstream project phases due to lack of visibility on Salesforce support's turnaround time for such changes • Possible data integrity issues or software defects if storage or memory allocations are exceeded without regression testing • Audit and governance risks, such as stakeholder approvals and traceable change records are missing	

Continuing High Priority Issues: There are one (9) continuing high priority issue for the month of September:

Continuing Issue	Impact	Status
RI-260: Sprint velocity is inadequate to achieve approved SPR 6 milestone schedule <u>Description:</u> Per SPR 6 approval condition #7, a 3-month delay to V1 would require a new SPR. Delays may trigger secondary risks including compressed user testing, reduced defect resolution, poor quality, de-scoping, and team burnout. EUST3 testing is scheduled for Jan–Feb 2026 and depends on completing all SDLC milestones by end of 2025.	Impacts of Delayed SDLC for EUST3 Milestones: 1. Compressed Testing – Shortened SIT, QA, and User Testing may increase undetected defects. 2. Limited Defect Resolution – QA overload and rising defects may lead to unresolved issues at Go-Live. 3. System Instability – Incomplete testing may disrupt operations and reduce stakeholder confidence. 4. Team Burnout – Overtime pressure may cause fatigue, errors, and resource shortages. 5. De-scoping – To stay on schedule, features may be	The priority of RI-260 was elevated from <i>Low</i> to <i>High</i> on 9/3/25 following consensus reached at the Risk and Issues Forum. Pending resolution plan from PaaS SI.

Continuing Issue	Impact	Status
	deferred, reducing V1 value and missing dependencies.	
RI-321: Insufficient time and resources to complete the development of County forms needed for CARES V1 Go-Live <u>Description:</u> Some Counties have not started developing required forms for CARES V1 Go-Live due to the following delays: • High number of forms • Long development time per form • Delays in data dictionary and forms data dictionary • Delays in forms training for the counties along with environment readiness • Training schedule extending through Feb 2026 • Overall time needed to complete each form These factors put readiness of forms for EUST 3 and EUST 4 at risk.	Some counties have begun development, while others report delays in early tasks such as form identification and prioritization. If this issue is not resolved it will negatively impact the testing efforts in EUST 3 and EUST 4.	The issue priority was elevated from medium to high on 9/16/25 due to potential negative impact to EUST 3 and EUST 4. The issue was reassigned to Implementation Services, which is now tracking: • The number of county-specific forms based on inventory reviews • Prioritization of forms by Go-Live need • Development progress against planned form counts • Updates to the forms inventory to include prioritization and status • Dashboard creation for at-a-glance tracking
RI-323: Resource Management rework not in current roadmap <u>Description:</u> The current functionality as originally designed is insufficient and has legacy parity considerations for data conversion.	This is essential functionality that must be developed for CARES V1 implementation and refactoring of design is necessary. Baseline schedule could be impacted if additional resources cannot be added.	The ELT approved additional Build Drop 5.1 to accommodate the RM Portal. Provider Management and RFA are expected to be build-ready by 10/3/25.
RI-324: San Bernardino's inability to process and test files may impact the JNET interface implementation for CARES V1 <u>Description:</u> San Bernardino has not processed the CARES outbound file or created an inbound file for CARES testing,	Without resolution, CARES cannot fully test the JNET interface, jeopardizing EUST 3 testing timelines and the successful deployment of the interface.	A credential error is blocking automated testing for Checkpoint 3 scheduled for 9/29. Although manual FTP access is possible, integration with Cloud API is failing with no ETA for resolution. Manual file transfers are being explored as a temporary workaround.

Continuing Issue	Impact	Status
delaying progress on the JNET interface. These delays are preventing the interface's full functionality from being tested and confirmed.		
RI-330: County feedback on data templates for External Systems <u>Description:</u> CWS-CARES external system data templates were created and shared with the counties with expected responses by end of July. Initial communication misunderstandings led to delays in counties starting the work. Counties expect to provide feedback by mid-September.	Impact to schedule and the potential rework based on delayed template feedback.	LA County is working toward delivering initial template feedback and sample data by 9/30/25, though there are concerns about meeting this timeline due to current resource constraints. Kern County provided initial feedback but encountered challenges after receiving an expanded data table and is awaiting additional schema details from its vendor. To date, one sample file has been received and is under review. ETL development continues based on the baselined templates (as of 8/29/25), and support remains ongoing for all counties. A schedule change request is under review to align project timelines with current progress. The project team is closely monitoring developments to mitigate downstream impacts.
RI-339: Automation Regression Test (ART) execution failures are poor and not showing an improvement or improving trend <u>Description:</u> The Automation Regression Test (ART) results have been showing a failing trend across majority of the Milestones that have passed a manual validation by state QA.	Successful ART is a prerequisite for going live, there is risk of undiscovered defects unstable baseline code, and delay to implementation date.	Following best practice guidance shared on 9/3/25, State QA reported 85% pass rate in the subsequent regression run. Script configuration and whitelisting issues have been addressed, and automation is now running nightly with consistent pass rates (75–80%). A few application defects remain and are being moved into QA. The team is preparing a weekly stack count summary and continues to refine the resolution plan to address both current and future failures.
RI-340: Delay of Build Drop 3 <u>Description:</u> Not all stories for Build Drop 3 due on 8/11/25 were delivered to QA.	Delays to start of state QA, end-to-end scenario writing, and user feedback sessions.	RI-340 was reopened on 9/3/25 and placed in Watch/Review status to monitor the progression of Build Drop 3 user stories currently in State QA.

Continuing Issue	Impact	Status
RI-341: Impact from scope delays in Build Drops 1, 2, and 3 <u>Description:</u> The compounded deferment of numerous stories from previous build drops causes downstream delays to State QA and EUST 3 preparation, posing risk to completion of development in line with baselined project schedule.	Delays to State QA, PDL reviews, user feedback sessions, EUST 3 preparation and development of training.	PaaS SI continues to provide weekly updates on Build Drop progress and defect resolution. BD1 is 97% complete, BD2 is 85% complete, and BD3 is 34% complete. Approximately 363 user stories are pending re-test in QA. Active collaboration between PaaS SI and State QA is ongoing to triage and resolve blockers. Build Drop 4 includes Admin Console, and Person Merge.
RI-342: Issues identified by Salesforce Code Quality Review <u>Description:</u> The independent analysis of the code by Salesforce has identified quality issues such as: high percentage of custom code, API versions being out of date, Apex code length and code commenting, among others.	The code quality issues must be resolved before CWS-CARES can be implemented.	A consolidated resolution plan is in development and will include updated dates, prioritization of code quality findings, and regression testing checkpoints between upgrade steps. Collaboration is ongoing between PaaS SI, Technology Teams, and Salesforce, with continued engagement from project leadership.

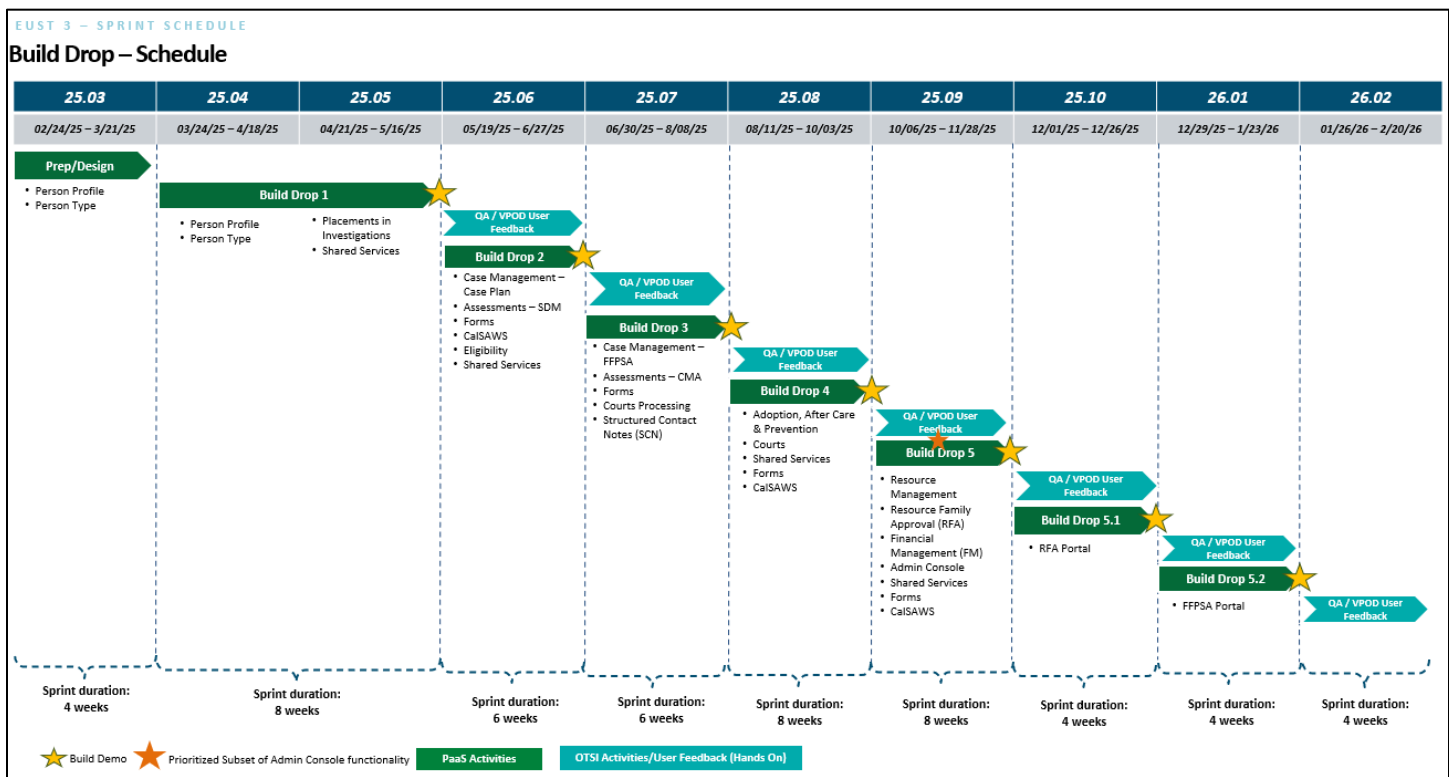
Closed High Priority Issues: There are (0) closed high priority issue for the month of September.

Appendices

Updated Build Drop Sprint Schedule

To support the delivery of functionality by feature set, the project team has revised the Sprint Schedule for the remainder of the year and realigned user stories into groups referred to as Build Drops. This restructuring is intended to better align the system development lifecycle (SDLC) with the Holistic Design approach for EUST 3. Quality Assurance (QA) testing at the user story level will commence once the complete feature set associated with each Build Drop has been delivered. Business scenario testing is planned to follow the QA phase. The testing scenarios developed for each Build Drop will also serve as inputs for EUST 3, enabling the project teams to better manage EUST preparation in smaller, more achievable increments.

This schedule has been updated to include Build Drop 5.1 and Build Drop 5.2.



EUST Schedule

Below is a list of all milestones, their respective scheduled EUST session and the duration of each phase.

EUST	Milestones		Duration
EUST 3A	32 – Admin Console		2 weeks Jan 2026
EUST 3	06.1 – Prevention Services 07 – Case Plan 07.1 – Interface – CMA 09 – Case Management: Engagement & Services 10 – Case Closure 10.1 – Interface - SDM 11 – Aftercare & Re-entry 13 – Adoption 14 – Warrants 16 – Jurisdiction and Disposition Hearing 17 – Status Reviews	18 – Other Hearings 20.1 – Interface – FCED (remaining) 21 – Eligibility Programs 23 – Track Administrative Costs 23.1 – Service Delivery Tracking 23.2 – Interface – CECRIS 24 – Track Assistance Costs 26 – Maintain Resource Family Home 26.1 – Interface – FMS (LIS-FAS data) 27 – Complaints 28 – Legal Action	6 weeks Feb – Apr 2026
EUST 3R	29 – Federal Reports 30 – State Reports		6 weeks Mar – Apr 2026
EUST 4	End-to-End Validation of all Product and Interface Milestones		4 weeks May – Jun 2026